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ABSTRACT

This two-part report describes Florida Community College at Jacksonville's (FCCJ's) Institutional Opportunities Plan for International Development, part of a new programmatic thrust encompassing job-specific training, economic development support, cultural exchange, and focus on world issues. The following topics are covered in both parts of the report, with the executive summary providing a narrative discussion and the opportunities plan which outlines specific actions: (1) introduction to the need for international education; (2) the community college role in international development in the areas of education and training, futures assessment, cultural exchange, and spokesperson for world peace; (3) the creation of a network for international development; (4) 1986 legislation affecting international development in Florida; (5) opportunities available in international development, which includes information on the needs of foreign nationals, board of trustee rules which strengthen international development, and current strategic initiatives; and (6) a matrix illustrating the relations among various markets, resources, collaborations, external and internal management, and evaluation structures. (EJV)

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EXECUTIVE SUMMARY

INSTITUTIONAL OPPORTUNITIES PLAN FOR INTERNATIONAL DEVELOPMENT

Submitted:

Chyrlene M. Boyd
Resource Development
International Education

IC 870 007

September 15, 1986

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PRESIDENT

GREETINGS:

This Executive Summary of the Institutional Opportunities Plan for International Development exemplifies a new era for Florida Community College at Jacksonville. It is an era marked by strategic planning, shared institutional and external management, knowledgeable issue identification, increased and comprehensive monitoring of goals, achievements, specific product outcomes and benefits to our students, our community, our state and our nation.

This opportunities plan is documented evidence of leadership, of collaboration, of work plan development and of commitment to servicing our host community's needs. It is an action plan. It is matched with institutional philosophy and regulation. It is a result of the assessment of needs, the availability and planned used of resources. The plan represents a delineation of potential priorities as well as a menu of options.

The "Interdependence of our world" dictates that all segments of our societies direct their potential toward improved understanding, increased awareness of each others' origins and goals as well as each others' dreams.

International Education has existed as a programmatic thrust at FCCJ since 1977. This new thrust in International Development surpasses basic course and program needs. The plan encompasses efforts that include education and job specific training, economic development support, cultural exchange and discussion of world issues.

As FCCJ continues in a comprehensive and strategic planning mode, a wide range of points of view will be solicited on an ongoing basis to ensure that all and each activity match student, community, business and state agency needs. We invite your participation in this process.

Reaching far into the future
Meeting the challenges

FCCJ: Your College and More

Respectfully,

Charles C. Spence

Charles C. Spence, Ph. D.
President

An Equal Opportunity/Affirmative Action College in Education and Employment

INSTITUTIONAL OPPORTUNITIES PLAN FOR INTERNATIONAL DEVELOPMENT

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I. Introduction

The need exists for business, schools, agencies and government to engage in the development of work plans which support international development initiatives. Historically, assumptions were made regarding America's continued leadership and economic stability in national and world affairs. Many futures were depicted. The world changed significantly during the 20th century and the assumed independence of any nation was and is quickly uncovered to reveal the "interdependence of our world." Jolted most by the impact of this interdependence on foreign relations first and most recently on economic stability, the nations of our world are establishing new work plans for development. Much needed attention is increasingly being focused on international development as a mechanism through which stability and world peace can be achieved.

II. Community College Role in International Development

The significance of international relations in the 20th and 21st centuries directs that development include education institutions in both long and short term strategic plans. Community colleges, specifically comprehensive community college systems, are key contributors as a result of open access, multi-purpose servicing of needs, partner involvement with government, business and industry as well as impact on the legislative process. In particular, comprehensive community colleges whose host environments are internationally skewed, as is FCCJ, must strengthen and support the development strategies initiated by partners regarding quality of life in general and economic development in particular.

In Jacksonville and through to international arenas, FCCJ's development and service capabilities would strengthen and improve the following initiatives:

A. Education and Training

B. Futures Assessment

C. Cultural Exchange

D. Spokespersons for World Peace

III. The Network for International Development

Local through multi-national networks exist in support of international development. Key contributors to this network

include chambers of commerce, government, secondary and post-secondary education institutions, business and industry, Port Authority Associations, world trade councils, economic and other development agencies, cultural institutions and associations, foreign governments, institutions and embassy networks, etc.

The products or benefits of this cooperation is both broad and specific. It impacts individual citizens or citizens as well as governments and multi-national corporations. These results of participation add personal value to potential cultural exchange as well as revenue for economic development strategies. In broad terms, these products areas are categorized as:

Training and Education

Economic Development

Cultural Exchange

Issues Education (World Peace, Technology Transfer, Conflict Resolution, Culture Growth)

IV. 1986 Legislation Impacting International Development in Florida

On national levels, public attention to international relations and development has increased significantly since the 1950's. Citizenry, as opposed to government representatives, are becoming more involved in the research, discussion and education of the general populace. In

particular, the impact of changing power affiliations, trade balance sheets and increased migration to U.S. shores directs national, state and local governments' further attention. This attention has flourished into the development and passing of resolutions, legislative bills and appropriations which characterize multiple initiatives as priority for work plans, good for quality of life strategies and strength building for economic development.

The 1986 legislature in Florida passed numerous bills and appropriated dollars for initiatives which included multi-system collaboration, business, athletic and educational partnership improvements as it regards the international-ization" of our cities, state and nation (see Appendix A). These legislative initiatives promote international development through economic development agencies, state education departments, cooperation with foreign governments, state licensing agencies, etc. Priority areas of impact include language training, technical assistance to developing countries, sports training centers, student/ faculty study abroad, transfer and job specific studies, education representation in trade development, research and medical training certification. Community colleges are noted to be a significant contributor with other development partners.

V. Opportunities in Development and Evaluation

Opportunities in International Development include the range and interchange of activities in International Education/ Global Studies, Economic Development Activities, Culture Studies and Issues Education for decision-making and forecasting purposes. Agencies, governments, special interest groups, schools, business and industry cooperate to identify environments, define needs, plan for and develop products, monitor data which targets and services productivity as well as assesses achievement with model projects.

Special criteria exist in the form of an opportunity development and selection model which enables managers and others to review and select designated opportunities. These model criteria are characterized as:

* Specific need focused
* Follows strategic plan guidelines
* Project has purpose leading toward designated final product. Multi-functional nature most desirable
* Cooperative ventures with business and others priority
* Opens new access for students, community, business and industry, other agencies, college personnel
* Matches trends and reviews data generated through external advisory roles and institutional assessment
* Raises standard/supports quality production and delivery of services

* Activity makes a measurable difference in the quality of life
* Generates usable resources

Incentives for community college participation exist on multiple fronts. These include the needs of foreign nationals identified as:

* Education (short term and degreed)
* Training (Vocational and Technical)
* Systems Design and Development
* Curriculum Exchange Opportunities
* Cultural Exchange Opportunities
* Business Development Opportunities
* Needs Assessment
* Program Planning
* Management Training
* Program Evaluation
* Product Development
* Product Marketing
* Teacher Training Competency
* Trade Lead Development

FCCJ's Board of Trustees adopted rules (see appendix B) which strengthen international development including:

* Vocational and Technical Training with Foreign Nationals

* Cooperative Agreements with Schools, Agencies, et al Community Service
* Faculty In-service Training including Study Travel Abroad Foreign Student Enrollment
* Support Services for Foreign Students
* Resource Development for Outreach Programs Related to Educational Enrichment
* Staff Incentives to Develop Programs, Courses and Service Course Offerings

Other current strategic initiatives produce and implement specific work plans as well. Examples include but are not limited to:

Business Support Services	Exchanges
Roundtables/Issues Forums	Homestays
Language Enhancement	Host Scholars
Personnel Support	Academic Study
Technical Assistance	Study Abroad
Research	Policy Study
Forecasting	Special Funding
Economic Development Planning	Incentive Programs

In-Service Training and Education

Business Development and Trade Missions

Special Events/Conference (host, sponsor, contributor)

Data Collection/Interpretation

Consultation with Developing Nations

Program and Curriculum Development

Course Curriculum Development and Evaluation

Cooperative Agreements/Anticulation

Consortia Development and Membership

Sister Institution Agreements

VI. Opportunities Matrix

The menu of opportunities presented encompasses a multitude of markets, resources, collaborations, external and internal management as well as evaluation structures. The strategic planning and matrix (shared) management nature of many of the key contributors' organization and special strengths to the development, implementation and evaluation of any opportunity.

Specifically for FCCJ, institutional opportunities in International Development are tied to institutional mission, philosophy and goals (see appendices C & D). A summary of opportunities includes:

A. ***Educational Enhancement and Community Services Opportunities***

	Opportunity	Board Rule (6Hx7-9.10)	Benefit(s)/Product(s)
1.	Exchanges	5.4, 5.8	Promotes increased understanding between cultures. Produces revenue.
2.	Study Travel Abroad	5.4, 5.7	Promotes increased understanding through host country experiences.
3. 4.	Curriculum/ Program Development and Review	5.1, 5.2, 5.3	Promotes inclusion of "internationalized" materials in overall curriculum and specific training instruction.
5.	Intern/ Externships	5.1, 5.2, 5.4, 5.5, 5.10	Services cooperative training opportunities and improves skilled workforce needs.
6.	Community Services	5.1, 5.2, 5.3, 5.5, 5.7, 5.9, 5.10	Services specialty needs in support of educational enrichment, economic development and cultural exchange. Produces revenue.
7.	Technical Assistance Contracts	5.2, 5.5, 5.6, 5.10	Enhances development networks, strengthens economic development strategies, services skills needs, produces revenue.
8.	Institutes	5.5, 5.10	Provides for community and instructional assessment of issues and needs. Promotes training vehicles. Produces revenue.
9.	Issues Presentation	5.5, 5.10	Promotes/advances global society and economic development perspectives. Increases community support networks.

	Opportunity	Board Rule (6Hx7-9.10)	Benefit(s)/Product(s)
10.	English for Foreign Born	5.1, 5.2, 5.3, 5.5	Services participation needs, improves work force, provides exchange opportunities locally.
11.	Collaborations	5.1 - 5.10, 5.6	Strengthens development and program needs for instruction and community service. Reduces host institution fiscal responsibility. Increases potential for operations income.
12.	Advisory Committees	5.1 - 5.10	Strengthens development and program needs for instruction and community service. Enlists key community supports. Promotes planning, implementation, collaboration and evaluation of institutional plans.
13.	Scholar Host	5.1 - 5.10	Creates opportunities for interaction, instruction assessment, content development, training with foreign nationals.
14.	Cultural Foundations	5.2, 5.5, 5.6, 5.7, 5.8, 5.9, 5.10	Supports cultural exchange, productivity incentives for program development. Provides revenue and opportunities for interaction between U.S. and foreign nationals.
15.	Foreign Student Enrollment	5.9	Expands markets, instruction delivery and methods, training potential, development networks. Supports trade development.

	Opportunity	Board Rule (6Hx7-9.10)	Benefit(s)/Product(s)
16.	Foreign Student Support Services	5.9, 5.10	Supports student success, expands markets, creates additional opportunities for technical assistance in developing countries and provides in-services opportunities for faculty.
21.	In-service Training	5.8, 5.1 - 7, 5.9, 5.10	Increases and improves curriculum/program development, instruction delivery, economic development and systems planning efforts conducted internally and with external partners.

B. **Management and Development Support Opportunities** areas provide the needed supports for planning, participation and evaluation of participation in International Development. The creation and monitoring of these areas is covered by state board, district board, and other regulatory bodies. International development efforts are additionally subject to funding source, sponsor initiated and other rules.

	OPPORTUNITY	BENEFITS/PRODUCTS
17.	Development/Fundraising	Increased funding, network and partner development, legislative impact, leadership roles and participation with key contributors, promotes community and other support.
18.	Planning/Development Network	Supports external and institutional planning agenda, enlarges institutional impact areas and data collection work plans. Provides increased opportunity for leadership, needs assessment input and model demonstration.

19.	Data Collection, Update and Exchange	Increases options regarding program assessment, planning strategies/models, collaboration, documentation resources and revenue production.
20.	Evaluation	Increases options regarding assessment strategies, planning, resource identification and allocation, model demonstration data.
22.	District Board Training	Promotes knowledgeable leadership, assessment and spokesperson skills. Enhances abilities to assess value in the selection and development of opportunities.
23.	Regulations	Increases impact areas, participation options, leadership potential, constituent representation and partner support. Increases revenue production options and network capabilities.

C. **Institutional Management and Development Needs** have been identified which further advance the knowledgeable selection, monitoring and evaluation of individual and full scale menus of opportunities.

Management factors delineate issues to review or assess for effective consideration or participation in opportunities. These factors include such issues as:

* Identification of opportunity format options
* Partner identification
* Agreement specifications
* Issue identification
* Need assessment
* Process and product development methods
* Competency/training needs
* Staffing

* Management planing (adopted)

* Evaluation methods

* Identification of facilities needs

* Transferability of models/products

* Marketing plan

* Regulation assessment

* Area/sponsor work plan correlation

* Access to networks

* Positioning on issues

Development needs delineate tasks to be completed for effective and measurable participation in opportunities. These needs are fertilized by management needs and include preliminary stages of identification, review, assessment, development, evaluation and institutionalization of opportunities. These include but are not limited to:

* Identification of community and institutional needs

* Identification and participation in development networks

* Identification and participation with funding and other support sources

* Participation in institutional review

* Delegation of grantsmanship responsibilities

* Monitoring of project rules and regulations

* Monitoring of project compliance

* Participation in development and project evaluation

VII. CONCLUSION

The Florida Department of Education, in its 1984 report International Education and Economic Development in Florida made numerous recommendations specifically geared toward community colleges. The "Score Sheet" for FCCJ is as follows:

1. RECOMMENDATION

   Establish an Institutional Global Education Task Force.

   SCORE

   FCCJ Global Education Advisory Committee established. Also pending is the recruitment of an External Advisory Committee comprised of local citizenry involved in international business, international community service organizations and local government.

2. RECOMMENDATION

   Develop an institutional plan for global education.

   SCORE

   FCCJ Global Education Committee has focused on study travel abroad including the development of criteria for instruction content and delivery, evaluation and fee structure and Board Rule compliance (state and local).

   The current plan, institutional opportunities in international development, meets a great portion of this statewide planning agenda.

3. RECOMMENDATION

   Add one or two course requirements to all Associate of Arts Degree programs apart from required language study.

   SCORE

   Numerous course options are available but not required.

4. RECOMMENDATION

   Conduct global awareness seminars for faculty administrators.

SCORE

Options are available through Staff Development, consortia membership and the Global Advisory Committee.

5. RECOMMENDATION

Expand Continuing Education, Community Services and Adult Education Programs to include International Studies . . . .

SCORE

The current plan and Board Rule accomplishes this.

6. RECOMMENDATION

. . . . develop Associate of Arts Degree programs . . . . and incorporate International/Intercultural concepts in selected occupational and technical programs leading to Associate of Science Degree.

SCORE

Certain courses are available which meet degree requirements. No International Studies Degree exists. Individual instructors integrate these concepts in certain of their courses. The Global Education Advisory Committee and Honors Program utilize faculty skilled in this area.

The opportunities plan specifically discusses goals, format, funding and evaluation of course and program review and development.

7. RECOMMENDATION

Encouraged to join the Florida Inter-Collegiate Consortium for Intercultural/International Education.

SCORE

FCCJ no longer holds membership in this association. Community Colleges for International Development, Inc. (CCID) is our primary membership. Additional recommendations are forthcoming.

8. RECOMMENDATION

Develop or make use of existing study abroad programs.

SCORE

FCCJ is continuing its offering of these instruction

opportunities following a review and revision of its study abroad program.

9. RECOMMENDATION

Adopt policy statements in support of global education.

SCORE

Global education at FCCJ is governed by state board rule. Additionally, the District Board adopted a local philosophy and policy on 4/24/86.

FCCJ has substantially met what the state department called in its report "The Challenge for the 21st Century." Further steps can be taken to improve and enhance FCCJ's potential in the international development arena. This institutional opportunities plan is a strategic step in this effort.

For further information contact:

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Jacksonville, Florida 32202
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IV. 1986 LEGISLATION IMPACTING INTERNATIONAL DEVELOPMENT IN FLORIDA

HR 1185	
Resolution:	April 16, 1986 as "International Business Day." This is year 3 for Tallahassee meeting on the hill. Event will continue.
HB 975	
Referendum:	Eliminates city council payment to port of $800,000 annually. Creates one mill tax on real property in Duval County to generate capital expenditures for facilities.
HB 562	Creates the Florida International Arbitration Act.
HB 1210	Promotes development of the state's economy by coordinating cooperative, commercial, research and development ventures with the Far East. Creates the Florida Council on Far East Research and Development.
HB 10	Exempts designated students from foreign language requirements. Postphones requirement for others.
SB 450 HB 1240 HB 984 (Committee Substitute)	Requires Department of Education to conduct a study relating to educational programs for students with limited english proficiency. Establishes matching grants for private sources raising money for scholarships to be awarded to Hispanic-American students. Relates foreign language study to ESL programs for training evaluation purposes.
SB 449	Creates an office of International Education in the Department of Education. Creates the Florida Commission on International Education. Encourages schools to incorporate

	international education into programs and course offerings, faculty resources and research opportunities. Promotes the development of Olympic Training Centers within the state. Creates and promotes national and international amateur athletic competitions. Classifies Latin America and Caribbean students who receive federal or state scholarships as residents for tuition purposes. Creates the Latin American and Caribbean Basin Scholarship Program and also Scholarship Trust Fund. Establishes a consortium of public and private schools to coordinate activities related to state funds under this act. PEPC is charged to study the feasibility of establishing a major hemispheric studies center.
SB 842 (Committee Substitution)	Creates international development banks and promotes development in foreign countries by directly or indirectly making funds available to foreign business enterprises.
SB 726	Postpones and exempts others from the foreign language requirements for university admission.
SB 5-B	Provides for certification of foreign medical educational institutions and graduates of medical training institutions.

6Hx7-9.10	Global Education	9-13
NUMBER	TITLE	PAGE

(1) Florida Junior College at Jacksonville shall be committed to develop and provide programs, courses, and services which further and advance global education. Such educational opportunities shall be in order to promote increased understandings of the growing interdependence of countries and nations: provide deeper knowledge of other peoples and cultures: and establish greater respect for and insight into foreign societies and international issues.

(2) Florida Junior College at Jacksonville believes that increased world interdependence has heightened the challenge for the community college, in particular, to provide for a world view and for an interculturally informed community. An educated citizen must be capable of making decisions based upon an understanding of world affairs and conditions. This challenge can best be accomplished by exposing the community and the students of Florida Junior College at Jacksonville to course materials of a global nature and by improving the cultural dimension of instructional programs, courses, and services.

(3) The District Board of Trustees does hereby affirm that community college students need to have the opportunity to participate in meaningful and structured learning exposures to foreign societies and cultures. The community college is in a strategically strong position to accept this challenge due to direct contact with the communities served and the breadth of the college's offerings and resources.

(4) The District Board of Trustees does also affirm that the emphasis upon global education can provide a recognized vehicle for Florida Junior College at Jacksonville to enhance its education and curriculum, and to demonstrate, especially through collaborative efforts with other institutions and agencies, a societal and worldly concern and affinity. The particular characteristics of the College's service districts, and the concentrated local multinational and international trade and commerce environment, further constitute the need for a significant and substantial focus upon global educational opportunities.

6Hx7-9.10	Global Education	9-14
NUMBER	TITLE	PAGE

(5) Pursuant to this philosophy regarding global education, the District Board of Trustees does authorize the President to establish educational opportunities which may include:

(5.1) Course materials of a global nature and content within the curriculum, including foreign arts and cultures:

(5.2) Courses which concentrate upon distinctive aspects of international trade, business, economics and other disciplines and areas of study and training:

(5.3) Courses of foreign language education and of English as a second language:

(5.4) Foreign study and international location courses in other countries and cultures;

(5.5) Community-oriented service and local development activities focused upon advancement of a global society and international economic development:

(5.6) Educational services in vocational and technical training which concentrate upon cooperative specialty instruction for identified countries:

(5.7) Public service activities focused upon opportunities for study/travel to other countries and cultures;

(5.8) Educational activities for the College's faculty and staff, including opportunities for foreign study, travel and exchange.

(5.9) Special support services for students from foreign countries who enroll at the College: and,

(5.10) Specially funded and sponsored outreach programs and services related to educational enrichment for the College and its faculty and staff.

(6) The faculty and staff of Florida Junior College at Jacksonville shall be encouraged to develop educational and support programs, courses, and services which are responsive to these identified areas and which further

and advance global education. The President shall be authorized to establish necessary administrative procedures for the implementation of this Rule.

(7) The President shall provide for the preparation and submission to the District Board of Trustees of an annual report which identifies the efforts of the College to be responsive to this Rule.

(General Authority: FS 240.319)
(Adopted 04/24/85)

Philosophy and Mission

Philosophy

We of Florida Junior College at Jacksonville believe in the worth and dignity of each individual and in the importance of education to a democratic society. The College strives to provide an environment conducive to life-long learning, one in which individuals can attain knowledge and develop skills and attitudes to meet the ever-changing needs of daily living. We are committed to offering programs that prepare persons to grow culturally and occupationally, thus realizing their full potential, enriching the community and, ultimately, the nation.

Mission Statement

Florida Junior College at Jacksonville, a publicly supported, comprehensive community college, is a locally governed segment of the Florida higher education system with responsibilities for lower division college, occupational, and adult continuing education courses, programs and community services as provided by the State Board of Education and the District Board of Trustees.

We perceive our missions to be:

(1) Fostering the realization of human potential by providing an educational environment in which individuals may:

   a. participate in educational experiences leading to the acquisition of functional literacy skills;

   b. be awakened to an understanding of their historical and cultural heritage;

   c. discover opportunities for the realization and enrichment of personal, academic and career goals, and the creative use of leisure time;

   d. cultivate values and skills in critical thinking, decision-making and problem-solving approaches to personal and societal dilemmas;

   e. be awakened to an understanding of their relationship and responsibilities to family, community and society.

(2) Determining the individual learning needs of students and attempting to meet these needs.

(3) Promoting quality education for the individual and the community.

(4) Developing and offering a comprehensive curriculum to address the diverse needs of the individual and the community.

(5) Managing human and financial resources in order to provide optimum support for the College's educational goals.

Institutional Goals

Within the framework of America's democratic and free enterprise system, Florida Junior College will provide:

(1) Fundamental and literacy education.

(2) Opportunities for the further development and enrichment of aesthetic values.

(3) Opportunities for an awareness of career choices so that individuals may be prepared for meaningful and productive life styles.

(4) A forum for the exchange of ideas and attitudes and the development of critical, analytical and decision-making skills.

(5) Counseling for academic, career and personal growth.

(6) Citizenship education which enables participation in our society.

(7) Innovation and experimentation in curriculum to meet individual and community needs.

(8) Credit and equivalency programs for completion of high school education.

(9) A general education program which meets the needs of each individual.

(10) A developmental education program for college credit students who need further preparation for advanced courses.

(11) Specialized fields of technical, vocational and occupational education for individuals choosing to develop and/or upgrade occupational skills.

(12) Lower division academic courses which transfer to senior colleges and universities.

(13) Continuing education services designed to meet specific community needs.

(14) Health, physical, recreation and leisure education.

(15) Development and assessment of credit for experience-based learning, such as cooperative education, proficiency exams, field study and similar programs.

* (16) Development of international/intercultural programs which promote increased understanding of the growing interdependence of our world.

(17) Quality educational opportunities for all members of the community to the extent reasonably attainable through effective use of human and material resources.

(18) A plan for College employees' personal and professional development.

FLORIDA JUNIOR COLLEGE

ADMINISTRATIVE PROCEDURES MANUAL

SECTION TITLE	NUMBER	PAGE
GLOBAL EDUCATION COMMITTEE	14-0507	1 OF 5
BASED ON BOARD OF TRUSTEES' RULE AND TITLE	DATE ADOPTED	
6Hx7-2.2 Internal Organization	June 4, 1985	
APPROVED BY Charles C. Spence 6/4/85 PRESIDENT / DATE		

1. PURPOSE:

The purpose of this section is to establish the purpose and structure, and to describe the operating procedures of the Global Education Committee.

2. PROCEDURE:

Name

The name of this Committee shall be the Global Education Committee, hereafter referred to as the "Committee."

Purpose

The purpose of the Committee shall be to review, study, evaluate and make recommendations regarding collegewide international/global education needs, programs, projects and activities.

Goals

The Committee shall seek to fulfill its purpose by meeting the following goals:

Evaluate the College's international/global education needs for instructional program development related to the College's philosophy, mission and goals;

Assist in the development and recommendation of an annual plan for global education;

Monitor and review on a regular basis each program, project, or service as related to the overall plan and mission, including recommendations for specific action(s);

Assist in efforts to improve the global education dimension of the College's curriculum;

Advance the values of global education awareness and resulting programs, projects, and services within the College.

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GLOBAL EDUCATION COMMITTEE	14-0507	2 OF 5
BASED ON BOARD OF TRUSTEES' RULE AND TITLE	DATE ADOPTED	
6Hx7-2.2 Internal Organization	June 4, 1985	
APPROVED BY	Charles C. Spence 6/4/85	
	PRESIDENT / DATE	

Responsibilities

The responsibilities of the Committee shall be·

To review the mission, philosophy and goals of Global Education;

To develop a written annual plan to be used in the preparation of the annual budget plan which recommends specific programs, projects, and services for development and implementation during the fiscal year;

To provide a periodic and annual evaluation of all global education ongoing and special projects and activities;

To serve as knowledgeable resources on global education and related activities.

Membership

The Committee shall be composed of eleven (11) voting members as follows:

(Standing Members)

Coordinator, Global Education (1)

Special Projects Officer, Educational Services, College Administration (1)

(Members at Large)

Division Chairperson (1)

Program Director (1)

Faculty Members (7)

(Ex officio - Non-voting)

Dean of General Education and Transfer Studies, College Administration

SECTION TITLE	NUMBER	PAGE
GLOBAL EDUCATION COMMITTEE	14-0507	3 OF 5
BASED ON BOARD OF TRUSTEES' RULE AND TITLE	DATE ADOPTED	
6Hx7-2.2 Internal Organization	June 4, 1985	
APPROVED BY: Charles C. Spence PRESIDENT / DATE	6/4/85	

The Division Chairperson, Program Director, and Faculty Members (7) shall be appointed by the President.

Four (4) of the faculty to be appointed shall be upon recommendation of the Faculty Senate through the Senate President. The remaining three (3) faculty, the division chairperson, and the program director to be appointed shall be upon recommendation of the deans of instruction through the Vice President of Curriculum and Instruction.

Members of the College staff and other faculty may be called upon to join the Committee as resource persons in a non-voting capacity as needed.

Membership shall be for two-year terms for all members except for standing members who shall serve continuously.

Officers

The Committee shall have one officer: Chairperson. The Chairperson shall be the Coordinator, Global Education; an alternate shall be elected by the Committee members from among the membership.

The duties of the Chairperson shall include:

Chair all meetings;

Cause the preparation of meeting times, places, agendas, minutes and official communications:

Assist in the organizing of designated subcommittees:

Serve as official representative of the Committee:

Provide periodic reports to the Faculty Senate, administrative co-ordinating councils. and other bodies as requested.

The Special Projects Officer shall serve ex officio as the executive secretary and shall:

Prepare meeting times, places, agendas, minutes and official communications:

Record the official actions of the Committee; and,

Assist the chairperson in organizing subcommittees.

SECTION TITLE	NUMBER	PAGE
GLOBAL EDUCATION COMMITTEE	14-0507	4 OF 5
BASED ON BOARD OF TRUSTEES' RULE AND TITLE	DATE ADOPTED	
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APPROVED BY	Charles C. Grouse 6/4/85	
	PRESIDENT / DATE	

Official File of Record

The official file of record shall be maintained in the Educational Services Department as the Summary of Actions.

Operating Procedures

The Committee shall meet monthly, or more often as required, at a time and place to be determined by the Committee membership. An agenda shall be provided by the Chairperson. Members and other faculty and staff shall be invited to submit agenda items. Standing and ad hoc committees shall make their recommendations in writing to the Committee as may be required.

Subcommittees

Subcommittees may be established annually by the Committee as needed. Ad hoc committees may be established as needed.

Clerical Support

The Dean of General Education and Transfer Studies shall provide clerical support to the Committee.

Reporting Relationship and Authority

The Committee shall recommend an annual plan and provide support, as needed, to the Dean of General Education and Transfer Studies and the Vice President of Curriculum and Instruction.

The Committee shall present its recommendations, as appropriate, to the Vice President of Curriculum and Instruction.

Evaluation

The Committee shall conduct a review and self-evaluation of its structure and activities by June 30 of each year.

Bylaws

No bylaws shall be established.

SECTION TITLE	NUMBER	PAGE
GLOBAL EDUCATION COMMITTEE	14-0507	5 OF 5
BASED ON BOARD OF TRUSTEES' RULE AND TITLE	DATE ADOPTED	
6Hx7-2.2 Internal Organization	June 4, 1985	
APPROVED BY PRESIDENT / DATE	Charles C. Spence 6/4/85	

Forms

No forms shall be developed or used particular to the Committee.

Effective: June 4, 1985

INSTITUTIONAL OPPORTUNITIES PLAN FOR INTERNATIONAL DEVELOPMENT

Submitted:

Chyrlene M. Boyd
Resource Development
International Education

September 15, 1986

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- CURRENT RESOURCES
- MANAGEMENT FACTORS
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I Introduction

The need exists for business, schools, agencies and government to engage in the development of work plans which support international development initiatives.

In a pluralistic democracy, stability and world peace require that all citizens understand the significance of developments abroad including their impact on developments within our home shores. Historically, certain assumptions were made regarding America's continued leadership and economic stability in national and world affairs. Namely, resources would always be abundant and available for development both at home and abroad. America would remain the "strongest" power and therefore least vulnerable during conflict abroad or at home. Finally, that the riches (dollars, materials, services) held in trust by this great nation could and would provide not only for its own needs but would additionally service the needs of selected others abroad.

Of course many futures were depicted as probable and preferable within these forecasts. The world changed significantly, however, during the 20th century and the assumed independence of any nation was and is quickly uncovered to reveal the "interdependence of our world." Jolted most by the impact of this interdependence on foreign relations first and most recently on economic stability, the

nations of our world are establishing new work plans for development; collecting, assessing and transmitting data through much more advanced technologies and examining relationships differently in light of new and changing data about the various market environments. Much needed attention is increasingly being focused on international development as a mechanism through which stability and world peace can be achieved. Community colleges, in concert with local business, state departments of education and commerce, community international and national organizations and schools at home and abroad, have a significant role to play as it regards international development initiatives.

Regarding the litany of facts which tie U.S. international trade and related business, we must include the following:

- 22% of the GNP encourages international trade e.g. business development, trade data base management, regulation monitoring, export/import, support programs, etc.
- 20% of our industrial production is for export
- 1 in 6 production jobs in the U.S. is dependent on exports
- 1/3 of American corporate profits are from International activities
- 40% of American farmland produces goods for export
- Every billion dollars worth of exports creates 25,000 jobs for Americans, and, conversely, about five million

Americans were unemployed last year because of the federal trade deficit.

- For the first time in history America is a debtor nation.

These national data underscore our state and local international development environments. Florida, over the past 20 years, has become one of the major economic and geographical crossroads of the world. Florida enjoys a positive trade balance exporting upwards of $8 billion worth of goods. The value of its foreign trade would be greater than 157 of the 183 nations of the world. Over 200 foreign manufacturers provide services for a base in Florida: The Caribbean dominates the "primary market" slot followed by South America, Central America, Western Europe, Canada, the Far East/Asia and Middle East. More Florida traders are going on trade missions than ever before.

Florida is ranked as the #1 international banking state in the U.S.. Foreign visitor populations have soared in recent years passing the 2.4 million level in 1983. Figures suggest that, on average, foreign visitors spend $1,015 which totaled at $2.4 billion that year in revenue brought to the state. Florida is considered first in the southeast U.S. in terms of direct foreign investment. Estimates indicate that such investment generates some 56,000 jobs. Florida has one of

the three largest foreign student populations in the nation. These students contribute $10,000 each per year to the state's economy. Foreign students enroll in 2 year academic and professional programs, then compensatory and adult high school and finally in programs related to other personal objectives. University undergraduate, graduate and professional programs also attract a large number of the state's foreign students. As resources for instruction and training these students are often utilized by faculty, local business and community organizations to further advance global perspectives and improve technical skills.

In local terms, the Jacksonville Chamber of Commerce provides services and reviews international trade data which identifies over 300 firms engaged in importing, exporting and related services in six counties. The local port potential continues to grow in its superiority in water, air and rail capabilities as these are marketed and "especially evident in handling exports where speed of movement and intramodal facilities are essential." For example, the 1984 import cargo value of Toyota cars alone climbed by $45 to $50 million. Business and industry locally service seventy-three different import categories. Eleven foreign consuls are located in Jacksonville alone. Government agency support services, specialty service consultants e.g. Foreign Freight Forwarders, Customhouse Brokers, Industrial Developments,

etc. are well positioned within the city. National and international community organizations such as Sister Cities, U.N. Jacksonville Chapter, Children's International Village et al seek as well as provide cultural enrichment, language and guest speaker opportunities in collaboration with business and education institutions.

Development opportunities, therefore, include; the identification or configurations of key players, opportunities, needed resources in support of activities and a study in the review of implications for our involvement. FCCJ can provide a wide range of education and training projects, cultural exchange opportunities, forecasting capabilities and issues study for and with multiple populations at home and abroad that specifically impact economic development initiatives within the city, the state and the nation.

II. COMMUNITY COLLEGE ROLE IN INTERNATIONAL DEVELOPMENT

A. Education and Training opportunities leading toward improved skills for improved services including economic development initiatives at home and technical/development assistance abroad.

B. Futures Assessment through the collection, monitoring and cross reference of data leading toward improved planning strategies and improved management of resources including international cooperative agreements and joint partnership opportunities.

C. Cultural Exchange development and implementation of opportunities leading toward improved and new communication access between the U.S. and others abroad.

D. Spokesperson for World Peace through issues and development data collection leading toward improved cooperation and decreased misunderstanding between the United States and nationals abroad.

III. THE NETWORK FOR DEVELOPMENT

INTERNATIONAL DEVELOPMENT

PRODUCTS
- Training and Education
- Economic Development
- Cultural Exchange
- Issues for World Peace

KEY CONTRIBUTORS
- Chamber of Commerce
  * local
  * state
- City and State Government Agencies
- Federal and International Development Agencies
- Community Agencies
  * local
  * state
  * national
  * international
- N.E. Florida Business and Industry
- International Business Support Services
- Secondary and Post Secondary Schools/Institutes
- World Trade Council and Association Networks
  * local
  * state
  * national
  * international
- Foreign Nations and U. S. Based Embassies

Port Authority Networks
* local
* state

IV. 1986 LEGISLATION IMPACTING INTERNATIONAL DEVELOPMENT IN FLORIDA

HR 1185	
Resolution:	April 16, 1986 as "International Business Day." This is year 3 for Tallahassee meeting on the hill. Event will continue.
HB 975	
Referendum:	Eliminates city council payment to Port of Jacksonville of $800,000 annually. Creates one mill tax on real property in Duval County to generate capital expenditures for facilities.
HB 562	Creates the Florida International Arbitration Act.
HB 1210	Promotes development of the state's economy by coordinating cooperative, commercial, research and development ventures with the Far East. Creates the Florida Council on Far East Research and Development.
HB 10	Exempts designated students from foreign language requirements. Postphones requirement for others.
SB 450 HB 1240 HB 984 (Committee Substitute)	Requires Department of Education to conduct a study relating to educational programs for students with limited english proficiency. Establishes matching grants for private sources raising money for scholarships to be awarded to Hispanic-American students. Relates foreign language study to ESL programs for training evaluation purposes.
SB 449	Creates an office of International Education in the Department of Education. Creates the Florida Commission on International Education. Encourages schools to incorporate

	international education into programs and course offerings, faculty resources and research opportunities. Promotes the development of Olympic Training Centers within the state. Creates and promotes national and international amateur athletic competitions. Classifies Latin America and Caribbean students who receive federal or state scholarships as residents for tuition purposes. Creates the Latin American and Caribbean Basin Scholarship Program and also Scholarship Trust Fund. Establishes a consortium of public and private schools to coordinate activities related to state funds under this act. PEPC is charged to study the feasibility of establishing a major hemispheric studies center.
SB 842 (Committee Substitution)	Creates international development banks and promotes development in foreign countries by directly or indirectly making funds available to foreign business enterprises.
SB 726	Postpones and exempts others from the foreign language requirements for university admission.
SB 5-B	Provides for certification of foreign medical educational institutions and graduates of medical training institutions.

V. OPPORTUNITIES IN DEVELOPMENT AND EVALUATION

Opportunities in International Development include the potential range and interchange of activities in international education/global studies, economic development activities, culture studies and issues education for decision-making and forecasting purposes. These opportunities are vast and comprehensive. There are numerous incentives for this participation which exist locally, state-wide, nationally and internationally. They involve agencies, governments, special interest groups and schools in cooperative efforts which identify environments, define needs, plan for and develop products, monitor data which target and service productivity as well as assess achievement with model projects. The opportunities and incentives which exist for Community Colleges and specifically FCCJ match institution philosophy, mission, planning, service development and delivery and evaluation of product work plans. A listing of these opportunities and the implications for our participation follows.

OPPORTUNITY DEVELOPMENT AND SELECTION MODEL

* Specific need focused
* Follows strategic plan guidelines
* Project has purpose leading toward designated final product. Multi-functional nature most desirable
* Cooperative ventures with business and others priority
* Opens new access for students, community, business and industry, other agencies, college personnel
* Includes trends and reviews data generated through external advisory roles and institutional assessment
* Raises standards/supports quality production and delivery of services
* Activity makes a measurable difference in the quality of life
* Generates usable resources

NEEDS CHECKLIST

Foreign Nationals

- Education (short term and degreed)
- Training (Vocational and Technical)
- Systems Design and Development
- Curriculum Development
- Cultural Exchange Opportunities
- Business Development Strategies
- Needs Assessment
- Program Planning
- Management Training
- Program Evaluation
- Product Development
- Product Marketing
- Teacher Training Competency
- Trade Lead Development

FCCJ INTERNATIONAL/GLOBAL EDUCATION

Description: Board Rule approved activity areas

- Institutional Planning and Approval Process
- Course Materials
- Study Abroad for Credit
- Public Service Study Abroad (non-credit)
- Participation in Support of International Economic Development

Components

- Vocational and Technical Training with Foreign Nationals
- Cooperative Agreements with Schools, Agencies, et al Community Service
- Faculty In-service Training including Study Travel Abroad Foreign Student Enrollment
- Support Services for Foreign Students
- Resource Development for Outreach Programs Related to Educational Enrichment
- Staff Incentives to Develop Programs, Courses and Services

Course Offerings e.g.

A. International Trade: Issues and Methods
B. Business and Economics
C. Social Sciences
D. Foreign Arts and Cultures
E. Foreign Language
F. English for the Foreign Born (ESL)
G. Humanities

CURRENT STRATEGIC INITIATIVES

1. Chamber, Business and Industry

2. Community Organizations

3. Institutions

4. Government/Development Agencies

The following pages depict the detailed description of the four current strategic initiatives.

CURRENT STRATEGIC INITIATIVES

1. Chamber Business and Industry

- Training and Education
- Business Development and Trade Mission Data
- Local Business Support (materials/services)
- Economic Development Planning
- Export/Import Support Strategies
- Cultural and Other Exchanges
- World Trade Association Networks
- Special Events/Conferences
- Data Collection/Interpretation
- Host, Sponsor, Contributor for Special Projects
- Issues Forums

CURRENT STRATEGIC INITIATIVES

2.	Community Organizations	- Host, Sponsor, Contributor for Special Events - Cross Training - Cultural Studies - Homestays - Language Enhancement - Target Market Data - Current Events/Issues - Consulting - Exchanges - Scholars - Special Events - Committee Staffing - Access to Data and Personnel

CURRENT STRATEGIC INITIATIVES

- Training and Development
- Education
- Program/Curriculum Revision/Development
- Staff Development
- Exchange
- Technical Assistance (home and abroad)
- Articulation

3. Institutions

- Host, Sponsor, Contributor for Others' Special Events
- Cooperative Agreements/Consortia Networks
- Special Projects
- Development and Technical Assistance Networks
- Study Abroad
- Scholars
- Planning and Evaluation
- Research
- Forecasting
- Policy Study

CURRENT STRATEGIC INITIATIVES

- Special Funding
- In-kind Match Incentives
- Education/Study Abroad
- Policy Study
- Development Planning
- Commerce/Tourism/Trade Development

4. Government/ Development Agencies
   - Exchange
   - Scholarships
   - Data Collection/Interpretation
   - Marketing Plans
   - Production Planning
   - Technical Assistance (training and development)
   - Scholars
   - Issues and Clarification/Current Events
   - Cooperative Agreements/Consortia Networks

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OPPORTUNITIES

1. Exchanges 1-1
2. Study Travel Abroad
3. Curriculum Review & Development
4. Program Review & Development
5. Intern/Externships
6. Community Services
7. Technical Assistance Contracts
8. Institutes
9. Issues Presentation
10. English for the Foreign Born
11. Collaborations
12. Advisory Committees
13. Scholar Host
14. Cultural Foundations
15. Foreign Student Enrollment
16. Foreign Student Support Services
17. Development/Fundraising
18. Planning/Development Network
19. Data Collection/Update and Exchange
20. Evaluation Sources
21. In-Service Training
22. District Board Training
23. Regulations

The following matrix exemplifies the range of education and development opportunities available for exploration and implementation by FCCJ in concert with key contributors in local, state, national and international education and development initiatives.

A description of the matrix contents is as follows:

CATEGORY	DEFINITIONS
Opportunity	Type/Description of event
Product	Result of participation/outcome
Key Players	Contributors to the effort
Current Resources	What supports are now available
Management Factors	Issues to review or assess for effective consideration/ participation
Development Needs	Tasks that need to be completed for effective and measurable participation

EACH COLUMN SHOULD BE READ INDEPENDENTLY FROM TOP TO BOTTOM

OPPORTUNITY	PRODUCT	KEY PLAYERS	CURRENT RESOURCES	MANAGEMENT FACTORS	DEVELOPMENT NEEDS
1. Exchanges (1-1)					
Student	Planning data	Development agencies	Key players	Identification of exchange partners	Institutional data bank
Faculty	Instruction data	International support organizations	Sister institutions in England, Taiwan	Agreement specifications	Agreement contracts
Community	Non-traditional study	Education & training institutions (U.S. & abroad)	Sister Cities Association (Jacksonville)	Credit transfer issues	Credit transfer/ assessment guidelines
Business	Presentations	World trade council	Chamber - departments - task forces	Fiscal support	Funding source data Assessment vs mission
	Trade development	Government agencies	Resident exchange faculty	Matching need with process & product	Training content & guidelines
	Culture/Arts demonstration	Business abroad	Education & training programs	Orientation & training issues	Staff assignments
	Cooperation agreements	International education advisory committees	FCCJ global education advisory committee	Staffing	Board rule addition
	Policy studies	External corporate advisory committee	Legislation/appropri-ation		External corporate advisory committee
		Board of Trustees			Management plan for international exchanges
		Chambers (American) - U.S. - abroad			
		Embassy networks			

EACH COLUMN SHOULD BE READ INDEPENDENTLY FROM TOP TO BOTTOM

OPPORTUNITY	PRODUCT	KEY PLAYERS	AVAILABLE RESOURCES	MANAGEMENT FACTORS	DEVELOPMENT NEEDS
2. Study Travel Abroad					
Student	Planning data	Development agencies	Key players	Development of opportunities	Institutional data bank
Faculty	Instructional delivery data	International organizations	Sister institutions	Management plan for opportunities	Agreement contracts
Community	Non-traditional study	Education & training institutions (U.S. & abroad)	Sister Cities Association (Jacksonville)	Establish contract guidelines	Credit transfer/ assessment guidelines
Business	Presentations	World trade council	Chamber - depts. - task forces	Recruit leaders & students	Funding source data
	Trade development	Government agencies	Resident exchange faculty	Package opportunities	Assessment vs mission
	Culture/Arts demonstration /study	Business abroad	Education agencies (State & Federal)	Evaluate opportunities	Training content & guidelines
	Cooperation agreements	International education advisory committees	Study travel program development	Staffing/training	Staff assignments
	Policy studies	External corporate advisory committee	Pool of experienced FCCJ faculty	Fiscal support	Board rule addition
	Options/Events A. summer B. semester C. academic year D. transfer from E. transfer to/ graduation F. certification/ institutes	Board of Trustees	Inter-institution articulation		Approval of course offerings (district board)
		Study travel consulting firms	Legislation/ Appropriation		Approval by SBCC
		Community residents			Management plan for study travel abroad
		State Board of Community colleges			

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EACH COLUMN SHOULD BE READ INDEPENDENTLY FROM TOP TO BOTTOM

	OPPORTUNITY	PRODUCT	KEY PLAYERS	CURRENT RESOURCES	MANAGEMENT FACTORS	DEVELOPMENT NEEDS
3.	Curriculum Review & Development					
	Courses	Packaged plan for traditional and non-traditional instruction	Faculty	Key players	Compatibility with current development goals and processes	Assessment criteria
	Instruction materials		Instruction managers	Curriculum/program review process		Methods to develop and package curriculum for marketing
	Content for training/ educating foreign nationals	Methods for infusion of international perspectives	Teacher education personnel	Resident skilled faculty et al in some areas	Identification of needed content areas	
	Evaluation methods	Staff training tools	Text writers/evaluators	Access to data banks and target markets	Management and evaluation guidelines/tools	Staff assignments
		Planning and evaluation tools	Publishers	Limited articulation agreements	Staffing/training	Modification to curriculum approval process
		Marketing materials	Curriculum development specialists	State board guidelines	Fiscal support	Funding source data
			Researchers/psycho-metrists	Education and development agencies		Management plan for curriculum review and development
			Business and industry representatives	Legislation/ Appropriation		
			Global education advisory committee			
			External corporate advisory committee			

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EACH COLUMN SHOULD BE READ INDEPENDENTLY FROM TOP TO BOTTOM

	OPPORTUNITY	PRODUCT	KEY PLAYERS	CURRENT RESOURCES	MANAGEMENT FACTORS	DEVELOPMENT NEEDS
4.	**Program Review & Development**					
	International Studies	Specialized offerings/development methods	Faculty	Key players	Packageability of courses into programs	Institutional data
	Transfer credit		Instruction managers	Curriculum/program review process		Articulation agreement
	Culture study centers	International fused offerings	Teacher education personnel	Resident skilled faculty et al in some areas	Time/format requirements for FTE and target population	Staff development plan
	Hemispheric studies/centers	Programs of study	Text writers/evaluators	Access to data banks and target markets	Transferability of programs	cooperative agreements
	Evaluation methods	Marketing tools	Publishers	Limited articulation agreements	Facilities/materials issues	Marketing plan inclusion
		Resource centers and personnel	Curriculum development specialists	State board guidelines	Staffing/training	Board approval
		Assessment methods	Researchers/psychometrists	Education and development agencies	Assessment guidelines	Staff assignments
		Staff training tools	Business and industry representatives	Legislation/Appropriations	Fiscal support	Management plan for international studies (review & development)
		Planning and evaluation criteria	Global education advisory committee			
		Articulation capabilities	External corporate advisory committee			
			Institutional research			
			International Education Commission			
			Hemisphere Studies Advisory Board			
			Chamber - departments - task forces			
			Business and industry representatives			
			Planning and development personnel			

EACH COLUMN SHOULD BE READ INDEPENDENTLY FROM TOP TO BOTTOM

	OPPORTUNITY	PRODUCT	KEY PLAYERS	CURRENT RESOURCES	MANAGEMENT FACTORS	DEVELOPMENT NEEDS
5.	Intern/Externships					
	Institutional	Student training	Students	Key players	Identify partners	Match dollars/services
	Inter-institutional	Staff training	Faculty	Opportunity identification in education, business and agencies (potential & current)	Intern/extern agreements	Expand site listing and sponsors
	Business & industry - local - national - abroad	Curriculum and program development	Business/education institutions	Limited funds/sponsors	Market project/recruit participants	Coordinate work experience with instruction
	Government agencies - local - national - abroad	Re-certification incentive	Development agencies	Development initiatives (trade, education, research, culture exchange)	Establish guidelines and evaluation criteria	Credit transfer
	Education/ Development agencies	Re-tooling incentive	Community organizations	Special funding	Identify funding opportunities	Guidelines and evaluation criteria
		Career development vehicle	Recruitment agencies	Legislation/ Appropriation	Board approval/change	Rule changes
		Planning and evaluation data	Special projects		Staff assignments	Management plan for intern/externship programs
		Cooperative projects	World Trade Councils and Associations			
		Networking vehicle	Business and industry sites			
		Project development	Job training programs			
			Chamber - U.S. - abroad			

EACH COLUMN SHOULD BE READ INDEPENDENTLY FROM TOP TO BOTTOM

	OPPORTUNITY	PRODUCT	KEY PLAYERS	CURRENT RESOURCES	MANAGEMENT FACTORS	DEVELOPMENT NEEDS
6.	Community Services					
	Instruction	Service expansion (U.S. & international community	Community organization representatives	Key players	Identify partners/market	Membership/sponsorship relationships
	Short term consultation	Trade development	Faculty	Sister Cities Association (Jacksonville)	Identify leadership	Fiscal support
	Special technical assistance	New projects	Local businessmen	Jax U.N. Chapter	Agreement guidelines	Activity coordination
	Project assistance	Language circles	Advanced students (language and business)	Children's International Village	Fiscal Support	Staff assignments
	Data banks - staff - computerized	Market expansion	Foreign students	Government/development agencies	Competency listing	Faculty/staff incentives
		International business studies	Visiting scholars	Education institutions	Needs assessment and evaluated methods	Student/faculty resource listing
		Staff training	Cooperating agreements	Ethnic groups	Matching initiatives with needs	Facilities
		Technical language instruction	International residents	Churches	Marketing strategy and packaging	Marketing plan
		Cultural studies	International business	Media		Management plan for community service delivery
		Special projects	International visitors	Research centers		
		Revenue				
		Marketing plan				

EACH COLUMN SHOULD BE READ INDEPENDENTLY FROM TOP TO BOTTOM.

	OPPORTUNITY	PRODUCT	KEY PLAYERS	CURRENT RESOURCES	MANAGEMENT FACTORS	DEVELOPMENT NEEDS
7.	Technical Assistance Contracts					
	Study/technical training - foreign individuals - bi-lateral agreements - country/ development/ agency sponsored Systems Development - community colleges abroad - grades 13 & 14 (America Schools Abroad) - needs assessment - program design - staff training - systems evaluation	In-service training Curriculum/program development Revenue Trade development Exchange/intern opportunities (training) Cultural exchanges Networking resources Issues identification Instruction delivery methods Contractor placement Study abroad opportunity Development partner	Chamber - depts. - task forces Port Authority Business and industry Foreign nations - education - industry Development/consulting agencies Exchange groups Faculty World Trade Councils/ Association State/Federal government Students Community residents Business CEO's	Key players Community organizations Course/program capabilities Consortia memberships Sister institutions Foundations Federal/State funds State-wide volunteers Ethnic/hemispheric studies centers Legislation Presidential agenda Development programs/ agencies	Identify partners/markets Identify leadership Agreement guidelines Fiscal Support Competency listing Needs assessment and evaluated methods Matching initiatives with needs Curriculum structure and delivery packaging Board approval/change	Membership/sponsorship relationships Fiscal support (SEED) Activity coordination Staff assignments Faculty/staff incentives Student/faculty resource listing Facilities Expanded market identification Re-structure of offering options Resource pool increase (staffing) Embassy coordination Partner expansion Legislation/development in foreign nations Marketing plan Management plan for technical assistance programs

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	OPPORTUNITY	PRODUCT	KEY PLAYERS	CURRENT RESOURCES	MANAGEMENT FACTORS	DEVELOPMENT NEEDS
8.	Institutes					
	Special skills	Skill development	Community organizations	Key players	Planning strategies	Identification of markets/expansion
	Cross school involvement	Inter-institutional cooperation	Chamber - depts. - task forces	Curriculum planning & development expertise	Content development	Content and delivery design
	Exchange	Instruction and learning abroad	Sister Institutions	Special funding sources	Facilities planning	Identification of instruction/evaluation resources
	Service to organizations	Revenue	Schools	Issues assessments	Market identification	Fiscal/facilities support
		Articulation/ cooperation agreements	Development agencies	Evaluation methods	Sponsor identification	Legislation
		Scholar presentations	Ethnic groups	Facilities	Cooperation guidelines	Staff assignment
		Issues discussion	Port Authority	Community agenda	Credit issues	Marketing plan
			World Trade Councils	Content agenda	Fee schedules	Management plan for institutes
			Commerce departments	Delivery models	Regulation approval	
				Membership access thru FCCJ personnel		

EACH COLUMN SHOULD BE READ INDEPENDENTLY FROM TOP TO BOTTOM

	OPPORTUNITY	PRODUCT	KEY PLAYERS	CURRENT RESOURCES	MANAGEMENT FACTORS	DEVELOPMENT NEEDS
9.	Issues Presentation					
	Identification & development	Issues identification/clarification	Community organizations	Key players	Issues identification	Identification of markets/expansion
	- lyceum series	Speakers	Chamber - depts. - task forces	Media	Market identification	Content and delivery design
	- roundtables	Forums	Sister Institutions	Foundation initiatives	Resource allocation	Identification of instruction/evaluation resources
	- advocacy	Discussion/debate	Schools	Ethnic groups	Expert identification	Fiscal/facilities support
	- forum/debate	Proaction	Development agencies	Study circles	Facilities identification	Legislation
	- Institues	Problem-solving strategies	Ethnic groups	Study centers	Data transfer/storage mechanism	Staff assignment
		Forecasting	Port Authority	Specialty groups	Partnership solicitation	Marketing plan
			World Trade Councils	Development agencies		Management plan for issues presentation
			Commerce departments	Scholars		
			Government agencies	Special funding		
			Students (US & foreign)	Research/Instructional needs		
			Visiting faculty			
			Study abroad benefactors			
			Foundation priorities			

EACH COLUMN SHOULD BE READ INDEPENDENTLY FROM TOP TO BOTTOM

OPPORTUNITY	PRODUCT	KEY PLAYERS	CURRENT RESOURCES	MANAGEMENT FACTORS	DEVELOPMENT NEEDS
10. English for Foreign Born					
- English developmental - English ABE/HS - English proficient - technical English	Market identification Student retention Improved access Revenue Contractor status Cooperative agreements	Community organizations Chamber - depts. - task forces Sister Institutions Schools Development agencies Ethnic groups Port Authority World Trade Councils Commerce departments Government agencies Students (US & foreign) Visiting faculty Study abroad benefactors Foundation priorities Foreign born Student recruitment staff Embassy Community residents Financial Institutions	Key players Course offerings Facilities Entry data Planning data Current project to study and structure offerings Trained faculty at FCCJ Legislation Funding sources Target market Limited curriculum and delivery models	Staff assignments Coordination Curriculum offerings Program structuring Fiscal support Market identification Staff development skills Entry/exit assessment Instruction materials - development - acquisition - evaluation - update	Identification of markets/expansion Content and delivery design Identification of instruction/evaluation resources Fiscal/facilities support Legislation Staff assignment Marketing plan Management plan for ESL program

EACH COLUMN SHOULD BE READ INDEPENDENTLY FROM TOP TO BOTTOM

OPPORTUNITY	PRODUCT	KEY PLAYERS	CURRENT RESOURCES	MANAGEMENT FACTORS	DEVELOPMENT NEEDS
11. Collaborations					
Enrollment	Articulation agreements	Community residents	Key players	Partner selection	Identification of markets/expansion
Technical training (home/abroad)	Short/long term cooperation agreements	Chamber - depts. - task forces	Economic development councils	Fiscal/services support	Content and delivery design
Project cooperation	Staff training	Sister Institutions	Business development missions	Priorities	Identification of instruction/evaluation resources
Data/culture exchange	Curriculum/program development/expansion	Schools	Trade missions/fairs	Staff Assignment	Fiscal/facilities support
Economic development initiatives	Revenue	Development agencies	Legislation	Approvals	Legislation
Cooperative membership	Market identification	Port Authority	Development agenda	Needs and services match	Staff assignment
Market expansion	Data base	World Trade Councils	Volunteer/Community organizations	Market/partner identification	Marketing plan
	Cooperative planning	Commerce departments	Ethnic groups	Collaboration agreements/specifications	Contract format
		Government agencies	Consortia memberships		Management plan for collaborations
		Students (US & foreign)	Embassy personnel		
		Visiting faculty	Faculty		
		Study abroad benefactors	Students		
		Foundation priorities	Special funding priorities		
		Foreign born			
		Student recruitment staff			
		Community residents			
		Financial institutions			

EACH COLUMN SHOULD BE READ INDEPENDENTLY FROM TOP TO BOTTOM.

	OPPORTUNITY	PRODUCT	KEY PLAYERS	CURRENT RESOURCES	MANAGEMENT FACTORS	DEVELOPMENT NEEDS
12.	Advisory Committees					
	Internal					
	Program input & review/ evaluation	Activity/program support	Faculty	Key players	Committee modifications	Staff assignments
	Sponsor/funding sources	Sponsorship	Foreign students	International education commissions	Membership identification	Work plan/priorities
	Advocacy	Expertise	Business and industry	Development commissions	Fiscal support	Committee charge(s)
	Planning documents	Revenue	Chamber - depart. - task forces	Development legislation	Faculty release time	Fiscal support
	External	Market development/ expansion	Community organizations	World Trade Councils and centers	Clerical assistance	Recruitment guidelines
	Data input		Development agencies	Business & Industry	Staffing	Evaluation model
	Review & advise		Port Authority	Chamber - U.S. - abroad	Communications	Resource base expansion
	Personnel/ corporate resources		Government agencies	Government agencies		

EACH COLUMN SHOULD BE READ INDEPENDENTLY FROM TOP TO BOTTOM .

	OPPORTUNITY	PRODUCT	KEY PLAYERS	CURRENT RESOURCES	MANAGEMENT FACTORS	DEVELOPMENT NEEDS
13.	Scholar Host					
	Subject content	Curriculum & program development	Government agencies	Government & foundation dollars	Match & service funding	Work plan/priorities
	Hemispheric/ cultural studies	Instruction material evaluation & development	Community organizations	University chairs	Staff assignments	Fiscal support
	Languages	Cultural exchange	Faculty	Scholar Exchange Programs	Work plans	Recruitment guidelines
	Arts	Inter-institutional cooperation	Students	Sister institutions	Cooperative efforts	Embassy/agency relationships
	International business	Instruction design methods	Local business	Sister Cities Association (Jacksonville)	External regulations	Network membership
	Development	Options/Sponsorship	Education institutions	International exchange groups	Embassy networking	Staff assignment
	Policy studies	- development training	Foundations/institutes	Development agency programs	Co-sponsorship	Collaboration agreements
	Issues for presentation	- teaching faculty	Embassy personnel	Personnel loan programs	Clerical assistance	Marketing plan
		- visiting faculty		Legislation/ Appropriation	Network membership	Management plan for hosting scholars
		- consultation			Partner selection criteria	
		- guest speaker				
		Forum personnel				

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	OPPORTUNITY	PRODUCT	KEY PLAYERS	CURRENT RESOURCES	MANAGEMENT FACTORS	DEVELOPMENT NEEDS
14.	Cultural Foundations					
	Athletics	Special event offering	Institution teams and groups	Government & foundation dollars	Match & service funding	Work plan/priorities
	Art	Revenue	Teams and groups from abroad	University chairs	Staff assignments	Fiscal support
	Drama	Market expansion	U.S. & foreign governments	Scholar Exchange Programs	Work plans	Recruitment guidelines
	Music	Performance incentives	Community residents	Sister institutions	Cooperative efforts	Embassy/agency relationships
	Culinary arts	Community support	Exchange groups	Sister Cities	External regulations	Organization membership/placement
	History/ Culture	Institute/forum content	Schools	International exchange groups	Embassy networking	Marketing plan for cultural foundations
	Economic, social political systems	Certification/ re-tooling incentives	City & state agencies	Development agency programs	Co-sponsorship	Management plan for cultural foundations programs
			Chamber - depts. - task forces	Exchange programs	Clerical assistance	
			Local business & industry	Traveling groups	Personnel issues	
			Government agencies	Special programs	Agency networking	
				Artist Series	Consortia networking	
				Tours		
				Transportation co. support		
				Port Authority		
				Commerce and education departments		

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	OPPORTUNITY	PRODUCT	KEY PLAYERS	AVAILABLE RESOURCES	MANAGEMENT FACTORS	DEVELOPMENT NEEDS
15.	Foreign Student Enrollment					
	Recruitment	Planning/evaluation data	Alumni and current students	Funding	Marketing plan	Management plan for foreign student recruitment, assessment & placement
	Transfer training (back home)	Instruction delivery data & methods	Faculty	Legislation	Staff assignment	
	Articulation (U.S.)	Training data/ resources	Development organizations	Agency/development work plans	Fiscal support	Institutional data presentation and exchange
	Short term training	Culture/Arts exchange	Trade associations	Faculty	Agency communication & regulations	Cooperative agreements
	Orientation	Cooperation agreements	International student organizations	ESL programs	Curriculum management & delivery systems	Data publication sources
	Entry/exit assessment	Packaged plan	Embassy networks	Language programs	Faculty/staff training	Transfer orientation (use of skills at home)
	Program packaging	Curriculum content	Government agencies	Chamber resource center and task forces	Reporting data expansion/monitoring	External support systems development
	Reporting	Instruction materials	Community organizations	Mayor's Economic Development Council	Articulation	Network membership
	Advising	Staff training	Education institution personnel	Part-time foreign student advisor	Advising processes	
	Fiscal support	Revenue	Admissions services	Entry assessment process	External supports (housing, transportation, work, banking, etc.)	
	Staff Development	Market expansion	Resource development	Program monitoring & reporting process		
		Certification incentives	Registrar	Foreign student association personnel and programs		
		Articulation agreements	Financial institutions			
		Network identification	Community residents			
		Trade development	Foreign student associations			
		Cultural exchange				

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	OPPORTUNITY	PRODUCT	KEY PLAYERS	AVAILABLE RESOURCES	MANAGEMENT FACTORS	DEVELOPMENT NEEDS
16.	Foreign Student Support Services					
	Orientation	Planning/evaluation	Current students	Funding	Marketing plan	Management plan for foreign student, recruitment, assessment & placement
	Faculty/staff training	Instruction delivery data & methods	Faculty	Legislation	Staff assignment	Institutional data presentation
	Advising	Training data/ resources	Development organizations	Agency/development work plans	Fiscal support	Cooperative agreements
	Development services	Culture/arts exchange	Trade associations	Faculty	Agency communication & regulations	Data publication sources
	Reporting	Cooperation agreements	International student organizations	ESL programs	Curriculum management & delivery systems	Transfer orientation (use of skills at home)
	Financial Aid	Packaged plan	Embassy networks	Language programs	Faculty/staff training	Foreign student handbook
	Progress assessment	Curriculum content	Government agencies	Chamber resource center and task forces	Reporting data expansion/monitoring	Orientation plan & content
	Program packaging	Instruction materials	Community organizations	Mayor's Economic Development Council	Articulation	Training personnel for faculty & students
	Staff development	Staff training	Education institution personnel	Part-time foreign student advisor	Advising processes	External systems development
		Revenue	Admissions services	Entry assessment process	External supports (housing, transportation, work, banking, etc..)	Network membership
		Market expansion	Resource development	Program monitoring & reporting process		
		Certification incentives	Registrar	Foreign Student Associations, Personnel and Programs		
		Articulation agreements	Financial institutions			
		Network identification	Community residents			
		Trade development	Student development			
		Cultural exchange	Publications			
		Community support	Marketing			
			Institutional research & planning			

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	OPPORTUNITY	PRODUCT	KEY PLAYERS	CURRENT RESOURCES	MANAGEMENT FACTORS	DEVELOPMENT NEEDS
17.	Development/ Fundraising					
	Planning	Data	Those included in development & program opportunities	Projects	Resource development plans	Resource development plans
	Revenue production	Partners		Contracts	Staffing	Institutional development trust fund
	Grants management	Funding	Special development associations	Special project revenue	Equipment	Incentives
	Foundation	Service provider designation	Institution managers	Match accounts	Network capabilities	Partner networking
	Special contracts	Support registration	Foundation directors	Institutional advancement personnel	Institution support	Networking capabilities
	Evaluation	Market designation	Agency personnel	Institutional commitment	Management personnel support	Management plan for institutional advancement
	Institutional membership	Leadership for demonstration, methods & data gathering projects	Consortia members	Foundation structure and dollars		Case statement
	Legislation	Project/program monitoring tools to identify links between activities		Funding formulas		
	Alumni support			Alumni concept		
	Special projects			Benefactors - sources of funds - alumni - potential		
	Outcomes measurement			Consortia membership		
	Program building			Legislation		

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	OPPORTUNITY	PRODUCT	KEY PLAYERS	CURRENT RESOURCES	MANAGEMENT FACTORS	DEVELOPMENT NEEDS
18.	Planning/ Development Network					
	Schools	Data partners	Those included in development & program opportunities	Projects	Resource development plans	Resource development plans
	Business & industry	Funding		Contracts	Source work plan data	Source work plan data
	Agencies	Service provider designation	Special development associations	Special project revenue	Resource allocation data	Resource allocation data
	Associations	Support legislation	Institutional planning personnel	Match accounts	Priorities/trends	Priorities/trends
	Consortia	Market designation	Institution managers	Institutional advancement personnel	Strategic management plan data	Strategic management plan (data, communication and linkages)
	Legislature	Leadership for demonstration, methods & data gathering projects	Target markets	Institutional information management systems	Communication linkages	Department planning data
	Alumni	Discussion	Funding and other partners	Legislation/ Appropriation	Department planning data	Network data updates
	Project managers	Work plan			Network data updates	
		Institution agenda				
		Organization needs assessment				
		Community needs assessment				
		Legislation data/ priorities				
		Issue identification				

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	OPPORTUNITY	PRODUCT	KEY PLAYERS	CURRENT RESOURCES	MANAGEMENT FACTORS	DEVELOPMENT NEEDS
19.	Data Collection/ Update and Exchange				Data access	Expanded data bases
	New program development	Assessment data	Those included in 23 development opportunities et al	Key players	Service guidelines	Expanded processes and structure for data bases
	Community needs assessment	Planning data		Consortia	Staff assignments	Fee structures
	Needs survey	Collaboration		Chamber - depts. - task forces	Data use capabilities	Contract guidelines
	Inter-agency documentation	Data sharing		Programs	Network memberships	Incentives
	International data exchange	Revenue		Contracts	Resource development plans	Marketing plan
		Documentation resources		Computer networks	Source work plan data	Management plan for services
		Revenue		Cooperation agreements	Resource allocation data	Resource development plans
				Agencies	Priorities/trends	Source work plan data
				Government	Strategic management plan data	Resource allocation data
				Data services	Communication linkages	Priorities/trends
				Community organizations	Department planning data	Strategic management plan data
				Students	Network data updates	Communication linkages
				Special events		Department planning data
				Business & global education advisory committees		Network data updates
				Legislation		

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	OPPORTUNITY	PRODUCT	KEY PLAYERS	CURRENT RESOURCES	MANAGEMENT FACTORS	DEVELOPMENT NEEDS
20.	Evaluation					
	Sources	Assessment data	Those included in 23 development opportunities et al	Key players	Data access	Expanded data bases
	- courses	Planning data		Consortia	Service guidelines	Expanded processes and structure for data bases
	- materials	Collaboration		Chamber - depts. - task forces	Staff assignments	
	- staff	Data sharing			Data use capabilities	Fee structures
	- contracts	Revenue		Programs	Network memberships	Contract guidelines
	- collaborations	Documentation resources		Contracts	Resource development plans	Incentives
		Revenue		Computer networks	Source work plan data	Marketing plan
				Cooperation agreements	Resource allocation data	Management plan for services
				Agencies	Priorities/trends	Resource development plans
				Government	Strategic management plan data	Source work plan data
				Data services	Communication linkages	Resource allocation data
				Community organizations	Department planning data	Priorities/trends
				Students	Network data updates	Strategic management plan (data, communication linkages)
				Special events		Department planning data
				Business & global education advisory committees		Network data updates

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	OPPORTUNITY	PRODUCT	KEY PLAYERS	CURRENT RESOURCES	MANAGEMENT FACTORS	DEVELOPMENT NEEDS
21.	In-service Training					
	Teaching area	Curriculum/Program Development	Faculty	Key players	Priorities and work plans	Management factors
	Support area	International studies	Project personnel	Content faculty expertise	Staff assignments	Content training plans
	Development area	Technical training	Foreign students	Agency funding	Personnel issues	Cooperative agreements
	Evaluation methods	Culture	World Trade Councils & associations	Organization work plans & priorities	Fiscal support	Identification of training personnel, resources and facilities
	Certification	Culture studies	Institutes	Special commissions	Network systems/relationships	Staff assignments
	Developing curriculum for foreign nationals	Languages	Development agencies/ consortia	Board rule	Cooperative agreements	Management plan for staff development
	Packaging curriculum for foreign	Information processing tools	Foreign students	Planning data	Internal marketing	Fiscal support
		Assessment/transfer tools	International organizations	Community/inter-national organi-zations	Strategic planning	Board rule implications review
		Economic Development	Port Authority	Embassy networks		
		Developing nations & systems planning	Local, state, national, & international government initiatives	Legislation/ Appropriation		
		Business development plans	Local business & industry			
		Systems Planning	Education institutions			
		Needs assessment	Scholars/institutes			
		Training plans	Ethnic/hemispheric studies centers			
		Network development				

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	OPPORTUNITY	PRODUCT	KEY PLAYERS	CURRENT RESOURCES	MANAGEMENT FACTORS	DEVELOPMENT NEEDS
22.	District Board Training					
	Data	Curriculum/Program Development	Faculty	Key players	Priorities and work plans	Management factors
	Workshops	International studies	Project personnel	Content faculty expertise	Staff assignments	Training plan
	Economic development initiatives/ incentives	Technical training	Foreign students	Agency funding	Personnel issues	Cooperative agreements
	Transfer credits	Culture	World Trade Councils & associations	Organization work plans & priorities	Fiscal support	Identification of training personnel, resources and facilities
	Instruction abroad	Culture studies	Institutes	Special commissions	Network systems/relationships	Staff assignments
	Certification	Languages	Development agencies/ Consortia	Board rule	Cooperative agreements	Management plan for data collection, review and training
	Student enrollment	Information processing tools	Port Authority	Planning data	Internal marketing	
	Development strategy	Assessment/transfer tools	Local, state, national, & international government initiatives	Community/inter-national organi-zations	Strategic planning	
	Port develop-ment	Economic Development	Local business & industry	Embassy networks		
	Legislation	Developing nations & systems planning	Education institutions	International organizations		
		Business development plans	Scholars/institutes	Presidents' Circles - state - local - other - consortia		
		Systems Planning	Ethnic/hemispheric studies centers			
		Needs assessment	Board councils			
		Training plans	Legislature			
		Network development	Contractors			
		Planning tools				
		Evaluation tools				
		Policy/rule issues				
		Management data				

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	OPPORTUNITY	PRODUCT	KEY PLAYERS	CURRENT RESOURCES	MANAGEMENT FACTORS	DEVELOPMENT NEEDS
23.	Regulations					
	International	Support for development and trade initiatives	Those included in 23 development, program opportunities et al	Key players	Advocacy and de-selection	Management plan for issues management
	Federal			Access to the process	Coordination of issue presentation	Legislation proposal development
	State	Participation in trade development initiatives		Content capability	Network use	Coordination of effort products/ outcomes
	Local	Networking capabilities		Network support and knowledge	Fiscal support	Coordination of key players
		Legislation sponsorship/advocacy		Issue data	Staff assignment	Data collection for legislation development
		Issues identification		Legislative process and FCCJ involvement	Activity initiations	Management plan for monitoring and assessing impact of regulations
		Increased market(s)			Conflict agenda/ guidelines	
		Partner support			Staff assignment	
		Contract status/ agreements			Data collection and evaluation	
					Data updates	

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